

"..BUILDING ON SUCCESS.."

San Diego Career Center One-Stop Network Implementation Grant Proposal

Executive Summary

The commitment to establish a San Diego Career Center One-Stop Network began in 1990 with the creation of an alliance between three core partners - the San Diego Consortium & Private Industry Council, the San Diego Community College District, and the State of California's Employment Development Department. Their collaboration resulted in the opening of the San Diego Metro Career One-Stop Center in 1991 under the financial and administrative jurisdictions of the San Diego Consortium & Private Industry Council. Refinement of the Metro One-Stop model spanned two years and resulted in a One-Stop prototype that could be duplicated throughout the San Diego region target area. Between 1993 and 1996 five other One-Stop Centers were established in the area to conveniently serve residents of the East, North coastal, North Inland, South metro, and South regions of San Diego. The San Diego Career Center One-Stop Network now consists of over 50 core and ancillary members, ranging from labor and economic development entities to high school districts and community-based organizations.

The One-Stop Network serves both training/job seeking customers and employer customers. The training/job seeker can select from an array of services that includes career and labor market information, eligibility screening, resource referral, assessment and testing, employment and unemployment assistance, training, and job search assistance. Employer One-Stop customers can select from a service menu that includes resource information and referral, job applicant data bank, labor market information, economic development assistance, and rapid response/plant closure assistance. All services to all customers are provided according to one-stop principles of universal access, customer choice, integrated service, and performance driven outcome measures.

Over its six year history the San Diego Consortium and its division of the One-Stop Network has encountered and resolved a variety of system issues: (1) development of customer access, outcome, and satisfaction feedback mechanisms to allow for continuous system evaluation and refinement; (2) development of a governance structure that allows for local One-Stop Center flexibility while maintaining integrated and universal service; and (3) development of a regional approach to employment and training and linkage to other regional initiatives such as Welfare to Work, School to Work, and the economic master plans of the region's economic development agencies. In resolving these issues the Consortium has demonstrated consistent innovation and incontestable success.

The San Diego Career Center One-Stop Network now faces a "second generation" of challenges to system building. An increasingly diverse labor and employer force, changes in primary industry cluster activity, and increased need for workforce flexibility requires further system progress. To achieve its goals the San Diego Consortium, through its Career Center One-Stop Network, intends to join in the joint economic master strategy of City of San Diego and the San Diego Regional Economic Development Corporation (EDC) in focusing its employment, training, and economic development activities in the eight industry clusters projected to lead the San Diego economy in the years ahead: (1) health care products and services; (2) business and financial services; (3) tourism and entertainment; (4) defense and space manufacturing; (5) electronics manufacturing; (6) telecommunications; (7) software; and (8) recreational goods

The Network proposes four specific plans of action:

1. Development of an On-Line Directory of Services. An electronic based, descriptive menu of services available at each One-Stop Center and throughout the local One-Stop Network with the capacity to monitor log-ins and to link to directories of service in other counties, beginning with Orange and Imperial counties and subsequently Riverside, San Bernardino and greater Los Angeles area.
2. Targeted Plan of Partner Enlistment. The development and implementation of strategies to enlist partners to fill specific service gaps in the present One-Stop Network structure and exploration of alternative Network funding resources, including fee for service options.
3. Development of One-Stop Workforce Brokerage Capacity. Development of materials and implementation of strategies to inform San Diego business and industry of the Consortium's Network capacity to train and provide qualified applicants to area employers and create an image and reputation as the region's "workforce broker".
4. Cross-Training of One-Stop Network Staff. Development and implementation of cross-training materials and strategies to enhance quality of service and ensure customer universal access to information throughout the system.

The collaborative efforts of the City of San Diego, the San Diego Regional Economic Development Corporation, and the various partners contained within the San Diego Career Center One-Stop Network are certain to facilitate the economic activity that will lead San Diego residents and business into the 21st century.

The San Diego Consortium & Private Industry Council
San Diego One Stop Career Center Network
8401 Aero Drive, San Diego, CA 92123

I. Array of Services

A. The San Diego Career Center One-Stop Network, a division of the San Diego Consortium and Private Industry Council, is comprised of six one-stop centers geographically distributed for customer accessibility and operational efficiency throughout San Diego County. The service target area of the entire network runs from the Mexican border on the south, the Orange County and Riverside County lines on the north, and the Imperial County line on the east. Informal linkages now exist with Imperial and Orange Counties and are being planned with Riverside and San Bernardino Counties.

1. Each One-Stop Center in the San Diego Career Center Network operates according to the One-Stop principles of universal access, customer choice, integration, and performance-driven outcome measures. Each One-Stop Center has been constructed or remodeled to allow physical access to all center services by persons with disabilities. Special equipment and/or services are available, ranging from assistance to persons with limited literacy levels to provision of sign language specialists or translators for the deaf, to ensure that the mandates and spirit of the 1990 Americans With Disabilities Act are achieved. Each center offers the following services to all prospective job/training seeking customers:

a. Customer Information

- Directory of Services - orientation to available Career Center and One-Stop Network resources.
- Computerized labor market information via the Employment Research Information Supply System (ERISS) which includes local economic forecasts, skills requirements for occupations, types and locations of available training and education, and pay scales.
- PC Directions, a computer-based directory of 3000 social services available in San Diego County.

b. Assessment and Testing

All customers can take advantage of a variety of assessment devices to evaluate basic skills and interests, employment and educational background, aptitude, employment interests, work values, transferable skills, and potential barriers to employment. Assessment results are matched to current labor market information on occupations in demand and the customer and his/her career counselor develop an Individual Service Plan that specifies the necessary steps and/or components to achieve the objective of finding suitable employment.

c. Employment Assistance

- **Employment Services.** EDD Employment Specialists located on-site assist customers in seeking work by matching suitably skilled workers with job orders through the automated Job Match System. These services are available to the employed, underemployed, and unemployed.
- **Unemployment Insurance (UI).** EDD Employment Specialists also provide customers on unemployment insurance and assist them in filing initial UI claims.
- **Job Line.** Job Line offers customers access to employer provided current job opening information. Customers may access the Job Line through a local telephone number and a PIN identification number 24 hours a day, 7 days a week.
- **Workforce Information Network (WIN).** WIN is an “electronic one-stop system” that provides customers with immediate access to job postings on the Internet and also provides customers with e-mail capabilities. WIN is linked to local employer home pages and popular job tracking sites such as Career Mosaic, America’s Job Board, and America’s Labor Market Information System.

d. Job Search Assistance

- **Occupational Outlook.** This publication provides customers with local labor market information for recently surveyed occupations. Occupation Outlook is compiled from an annual survey of area employers conducted by the Consortium as part of the Cooperative Occupational Information System.
- **Job Boards.** Customers have access to job boards listing employment opportunities in the City of San Diego, State of California, other states and local municipalities, and area employers.
- **The Career Library** at each center offers customers career planning materials, job search resource aids, directories, newspapers, and access to the Internet and e-mail via personal computer linkages.

e. Training

- **Skills Training Directory.** The Skills Training Directory offers customers information on local, public and private, training programs.
- **Computer Classes.** Beginning, intermediate, and advanced training is available on-site in a variety of IBM and Macintosh applications, including WordPerfect, Microsoft Word, Lotus 123, Harvard Graphics, DOS, dBase II, Excel, Filemaker Pro, Mac Basics, and Aldus Persuasion.

f. Service Eligibility Determination and Referral.

Referral Specialists provide customers information on job training, education, and support services available and determine their eligibility for specific programs. Eligibility self-screening is also available.

g. Access to JTPA Services.

- A variety of JTPA services are available and, because of multiple funding arrangements, can also be used by non-JTPA customers.
- Job Search Workshops. These workshops provide customers instruction on job search techniques to locate and secure employment in an efficient manner. Topics covered in the workshops include: the hidden job market and how to access it, employment research, preparation of cover letters, completion of job applications, negotiation, follow-up, stress management, and grooming. Detailed instruction, assistance and practice is provided on resume writing and interviewing. Extensive individualized career counseling is available and customers have access to computers, word processors, typing assistance, and telephone, fax, and copier equipment to facilitate effective job search.
- Entrepreneurial Training. Workshops, ranging from brief orientations on entrepreneurship to intensive training in business planning and development, marketing, and capitalization for specific business are available. Individualized counseling is also available.
- Voucher Programs. Customers needing limited or specialized training can tailor an individualized training program through voucher training. Issuance of vouchers is based on customer choice and suitability and labor market demand. Voucher training providers must undergo a rigorous certification process; 42 training and education providers are currently certified. Since 1993 over 700 vouchers have been issued.
- Contracted Training. Approximately 100 Consortium funded JTPA training programs, ranging from entry level skills training to training for demand occupations in high technology segments of the labor market, are available to customers. Consortium training contractors include local state universities, private schools, community college districts, community-based organizations, and private employers.

In addition to the above core services available at each One-Stop Center, individual Centers provide customized services tailored to the needs of the local community. Examples of customized services include: (1) training and job help for workers 55 or older; (2) support services for laid-off workers; (3) vocational English as a second language; (4) Spanish as a second language for the

business person; and (5) office automation computer lab. See Appendix, A4, for a breakdown of the services available at each Career Center.

Services are provided according to the accompanying chart depicting the flow of the job/training seeker through a One-Stop Center. (Page 4) Customer flow may vary slightly at each One-Stop Center.

Upon entering a One-Stop Center the customer receives orientation to available One-Stop services and is asked to complete a client access survey. If the customer wishes to explore using Center services, a certification is conducted to determine a his/her eligibility for various Center programs. After certification the customer undergoes assessment - testing to determine skills, aptitudes, and interests - followed by counseling to discuss assessment results in relation to local economic conditions and opportunities. Assessment/counseling culminates with discussion of different courses of action to facilitate the customer's return to work. After completion of assessment, customers are referred to those job/training activities and appropriate supportive services to maximize the probability of the customer's completion of training and placement and retention in employment.

Service to the training/job seeking customer is only part of the array of services available at the San Diego One-Stop Career Network. The following services are available to employer customers of the One-Stop Network:

- Directory of Services. Descriptive menus of services available at each One-Stop Center and throughout the One-Stop Network are available.
- Job Applicant Data Bank. Employers can utilize the Network's job bank resources, including America's Job Bank and America's Talent Bank, to match their specifications to applicant occupational skills and interests. Center or employer on-site applicant recruitment and screening, applicant skills assessment, and customized job and/or training services are available.
- Resource Referral. Center staff can provide employers with information on business assistance, incentives, and local planning and zoning entities that may impact business planning, expansion, or diversification.
- Labor Market Information. EDD representatives are on-site at each One-Stop Center to provide employers with current labor market information. In addition, access to ERISS is available to employers at each Center.
- Economic development/training services. One-Stop Centers can devise customized training, recruitment, and resource-sharing plans and/or arrangements to facilitate satisfaction of the labor needs of businesses

undergoing, planning, or contemplating economic expansion and/or diversification.

- Rapid response/employee transition services. One-Stop Centers can assist area employers facing layoff of workers by developing transition action plans in conjunction with employer management, union officials, or employee representatives, conducting on-site meetings with workers to explain and initiate center services, and developing customized services to assist workers.
2. The core and customized services available at One-Stop Centers were developed in response to employer and job, education, and training seeker needs as assessed by a variety of survey and feedback mechanisms: (1) customer access surveys; (2) job/training seeker satisfaction surveys; (3) employer satisfaction surveys; and (4) informal, everyday contact with both job/training seekers and employers. (See Item C below) The information obtained through these feedback mechanisms is reviewed by each Center's management team and advisory committee to develop action plans to better serve Center customers. Center resources are then allocated to ensure that appropriate and adequate services are available within each sub-region.
 3. The One-Stop Network intends to implement a marketing strategy to increase business awareness of One-Stop services. The ultimate aim of marketing is the creation of the Consortium's Network image and capacity as "San Diego's workforce broker". To accomplish that goal the Network will conduct a benchmark employer survey to assess present employer awareness of One-Stop services, implement a comprehensive marketing plan, and assess employer awareness 18 months after the marketing plan's onset. The marketing plan will be composed of components selected from the following materials and/or strategies:
 - a) development of a public relations package consisting of written or videotaped job/training seeker and employer customer testimonials, general information on Center and/or Network activities, and statistical data on Network success. This packet will have the capacity to be conveyed to businesses in person, by mail, by modem, or by CD-ROM.
 - b) promotion of "employer" fairs, events similar to job fairs, but with emphasis on One-Stop Network capacity to not only find prospective applicants for available job openings but also to tailor applicant training to meet specific employer needs;
 - c) creation and promotion of an interactive employer need/applicant availability data base with Internet linkages to the human resource departments of large regional employers or other appropriate agencies;
 - d) creation of an "employer welcome wagon" program by which employers relocating or intending to relocate to the San Diego region are welcomed as a

new business neighbor and provided information on the availability of employment, training, and economic development resources in San Diego;

- e) enhancement of the School to Work employer data base, composed of approximately 3000 “employment and training friendly” employer participants in the School to Work program. The data-base would be coded by occupational cluster, type and mode of employment/training preference, and any other indexing that would allow leverage of this data base for service of other segments of the potential One-Stop Center customer population.
 - f) creation of a One-Stop Network governance framework that gives sub-regional employers active roles in Network decision-making, thereby exposing them to the benefits of the One-Stop Network and engendering the sentiment that the One-Stop Network is “their” system of employee recruitment, transition, and economic development.
 - g) direct mail campaigns targeted to growth industries, particularly the eight industry clusters identified as driving the economy of San Diego into the 21st century. (See Item IIIA). Direct mailings would be tailored to suit the sub-regional needs of each One-Stop Center.
 - h) development of a tour package and open house program for employers to become acquainted with One-Stop Center activities, services, and resources.
 - i) provision of marketing support to local Chambers of Commerce, such as assistance in the publication of COC newsletters and sponsoring of COC luncheons that recognize local employers for their community involvement.
 - j) development of a San Diego Career Center One-Stop Network web page on the Internet, consisting of One-Stop general information, availability of specific employer services, past employer/employee testimonials of service quality and satisfaction, statistical data on One-Stop Network success.
 - k) allocation of marketing funds for reservation of booths or space at sub-regional business related events such as job fairs, employer fairs, or Chamber of Commerce luncheons.
 - l) enhance the Consortium’s Job Focus column in local newspapers to increase readability and customer exposure.
 - m) investigate feasibility of changing Network and/or Consortium name to reflect greater employer friendliness and service quality.
- B. To ensure customers have universal access to information and services, in-house orientations are held on a regular basis throughout the Career Center Network .

Through these orientations all One-Stop partners receive up to date information on career resources and the current labor market conditions.

In addition, Employment Research Information Supply System (ERISS) information on labor market conditions is available on-line at each One-Stop Center. ERISS includes the following information resources: (1) 1989 to 1994 Occupational Outlook Reports; (2) San Diego Skills Training Directory; (3) Dictionary of Occupational Titles (DOT); (4) National Occupational Outlook Handbook; (5) California Occupational Guides; and (6) detailed information on nearly 30,000 occupations, including job description and characteristics, physical demands of a job, job training requirements, census earnings for males and females in general and on a county, state, and national basis, training programs and specific providers, advancement opportunities and working conditions, information on non-traditional occupations, and DOT, Occupational Employment Statistics, military, and other crosswalks.

Other information resources available at the One-Stop Centers include PC Directions, a community resource directory consisting of over 3,000 social services in San Diego County, United Way's, "Surviving Unemployment Guide" and the "East County Community Resource Guide".

In recognition that electronic distribution systems ensure timely and universal access to information, the South County Career Center has entered into a demonstration project funded under a special grant to develop an electronic-based information system geared to that center's use but having the capacity to be expanded for network wide use. The proposed electronic information system will have the following elements: (1) automated labor market and career information; (2) common intake, application, and eligibility process; (3) customer tracking; (4) automated management information and cost accounting; (5) automated job bank information; (6) linkage to available supportive services data bases such as United Way; and (7) compatibility and linkage to other data systems such as EDD's America's Labor Market Information System and America's Job Bank. (See Item IV F)

- C. Over its six years of existence the Career Network has developed a variety of mechanisms to obtain customer feedback:
1. Customer access surveys. Every customer seeking job/training services from any center in the career network completes an initial employment status questionnaire. This survey provides essential information on training or employment needs and desires, motivation, perceived current job skills, barriers to employment, and how the customer heard of Career Center Network services.
 2. Job/training seeker satisfaction surveys. As a result of a comprehensive evaluation of career center performance and customer satisfaction in fiscal

year 1995, the career center has developed a semi-annual model for survey of client satisfaction. (See Item IV D)

3. Employer satisfaction surveys. Employer satisfaction surveys are the companion to the job/training seeker satisfaction surveys and model mentioned above. (See Item IV D)
4. Informal, everyday contact with both job/training seeking and employer customers. Informal personal contact between One-Stop staff and customers is not only an excellent source of valuable information, but also lays the groundwork for the team-building necessary for efficient system operation.
5. Job Training Automation (JTA). JTA is the Consortium's reporting system that maintains socioeconomic, program participation and outcome information on each participant in JTPA programs and transmits this data to the Department of Labor. JTA satisfies all local, state, and federal reporting requirements.

These mechanisms have proven effective in facilitating rapid response to changing local economic conditions and customer needs. For example, in response to regional labor market data that indicated that local electronics assembly employers were creating approximately 1200 job opportunities each month and anticipated continuing to do so in the foreseeable future, the San Diego Consortium & Private Industry Council, through the Metro Center, worked with local electronics assembly firms to develop the parameters of fast track training to meet their employment needs. Training focused on adult and laid-off workers. The training development process began in January 1997. Training began in March 1997, and trainees will be job ready in early May, 1997.

The North County One-Stop Center's efforts to transition workers laid off by bank and defense industry downsizing provides an excellent example of the effectiveness of these feedback mechanisms for assisting job/training seeker customers of Career Centers. Funds were obtained from the Employment Training Panel to retrain unemployed workers in office automation skills. After completion of training workers were placed in employment with an average wage of \$10.75 per hour.

II. Array of Partners and Extent of Collaboration

- A. The San Diego Career Center Network has nine core partners that provide specific services to network customers on a region-wide basis and in FY '95-96 contributed over \$5,000,000 in in-kind to the Network. In-kind contributions span the spectrum of private and public, local, state, and federal funds, including education, JTPA, Department of Rehabilitation, employer, and private college contributions.

1. Employment Development Department (EDD). EDD representatives are housed on site at Career Center locations and provide referrals to services and training, labor market information, job search assistance, and professional networking assistance to Career Center customers. EDD is an active participant in the San Diego region's Welfare to Work initiative.
2. Labor's Community Service Agency (LCSA). LCSA specializes in providing support services for laid-off workers, ranging from financial assistance in paying the cost of transportation, books, child care, or other job search expenses to referral to health, legal, or related social services.
3. Chambers of Commerce (COCs). The COCs specialize in providing entrepreneurial training and services to appropriate career network customers. One-on-one, on-site counseling is available at all sites. The Greater San Diego Chamber of Commerce participates in the network countywide. The La Mesa Chamber of Commerce participates in the East County region, while the Carlsbad Chamber of Commerce and the Escondido Chamber of Commerce participate in the North Coastal and Inland North County regions, respectively.
4. Community College Districts (CCDs). Five community college districts are participants in the network: (1) San Diego Community College District; (2) Southwestern Community College District; (3) Grossmont-Cuyamaca Community College District; (4) Palomar Community College District; and (5) Miracosta College. The services provided by the CCDs vary in each network career center and range from classroom training and assessment and counseling to labor market information, computer skill enhancement, and job search assistance.
5. California Department of Rehabilitation (CDR). The CDR provides counseling, job search and placement, and supportive services to disabled or physically, mentally, or emotionally disadvantaged customers of the network. CDR representatives also sit on local center advisory committees to ensure that each center provides needed services to persons with disabilities and adheres to the mandates of the Americans with Disabilities Act.
6. San Diego County Department of Social Services (DSS). The DSS provides referral services, counseling, supportive services, and follow-up services to public assistance recipients who participate in the One-Stop Network. Emphasis is not just on GAIN recipients but also includes TANF recipients, foster and at risk youth, and eventual linkage with San Diego County Parole and Probation Departments. DDS is an active participant in the San Diego region's Welfare to Work initiative.
7. Consumer Credit Counselors of San Diego County (CCCSD). The CCCSD provides free financial counseling to Network customers.

8. San Diego Consortium. The San Diego Consortium provides funding for job training and placement services for laid-off workers, long-term unemployed, and low income adults and youth throughout San Diego County. The Consortium functions as the administrative entity for the San Diego Career Center One-Stop Network and has set a course to become San Deigo's "workforce broker" and a leader in San Diego regional economic development.
9. Eldorado Colleges. Eldorado Colleges provide computer skills training, vouchered training, job search assistance, workforce development advisory assistance, job listings, and job development and employer outreach services to career network customers.

In addition to these core partners, each career center office has developed individualized partnerships with local agencies to assist in the provision of customized service to local network center customers. Many of these partners are community based organizations. For example, the South County Career Center has developed a working partnership with Comprehensive Training Services, a community based organization, to provide vocational English as a second language to its largely Hispanic customer population. The Inland North County Career Center has established a relationship with SER - Jobs for Progress, another community based organization, to provide computer skill enhancement and occupational skills training. The East County Career Center has established a partnership with Occupational Training Services, Inc. to provide training and job help for 55+ workers. In total the San Diego Career Center One-Stop Network now comprises over 50 core and ancillary partners. A flow chart depicting available services and "no wrong door" customer flow throughout the entire Network is provided in the Appendix, A5.

The Network intends to add partners to the Network system by using the same outreach and service provision strategies that have proved successful in the past and enabled it to expand from 3 partners to 50 partners in a span of six years. In addition, the Network intends to implement four specific strategies designed to enhance system-building:

- (a) On-Line Directory of Services. An on-line directory of all Network partner and sub-regional services available to Center customers will be developed and linked with similar directories in Orange and Imperial Counties. The directory of services will have built in monitoring capacities, such as tabulation of the number of log-ins from each county or sub-region and the frequency of access to different varieties of training and job services. The system will be designed to have the capacity to subsequently link to directories of service in other counties beginning with Orange and Imperial counties, and subsequently Riverside, San Bernardino and the greater Los Angeles area.
- (b) Targeted Plan of Partner Enlistment. Strategies to enlist partners to fill specific gaps in the present Career Center One-Stop Network structure will be

developed and implemented. Enlistment strategies will be tailored to the needs of the One-Stop Center in each sub-region. Strategies might include identification of common goals or objectives, cost-benefit analysis of Network membership, and development of informal linkages as precursors to formal partner participation in the system. The system-building effort will also include investigation of alternative funding resources for the Network, such as increased use of Employment Training Panel funds or fee for service revenue options that are not available with other Network partners.

- (c) Development of One-Stop Workforce Brokerage Capacity. For the past 18 years employment and training systems across the nation, as mandated by the Job Training Partnership Act, have been compelled to emphasize service to those with “barriers to employment”. Accordingly, service delivery marketing focused on employment and training seekers and, to a large extent, neglected employer customers. While meeting the needs of those seeking employment and training must remain an integral part of any employment and training service delivery strategy, a broader agenda that encompasses service to area employers is essential for workforce development in the One-Stop era. To that end, the San Diego network will model itself as a workforce broker - a workforce problem-solver which will identify employer workforce training needs, communicate them to training providers, and work with providers to develop solutions. Effective workforce brokering creates a user friendly system for employers and job seekers alike by reducing duplication and overlap. To move in the “workforce broker” direction, the San Diego One-Stop Network will develop an array of marketing materials to inform San Diego business and industry of its capacity to train and provide qualified applicants to area employers and create an image and reputation to area employers as the region’s “workforce broker”. (See Item IA3)

- (d) Cross-training of One-Stop Network Staff. One-Stop staff come from a variety of different regional training, employment, or support service systems or subsystems and each staff member brings his or her own perspective of customer needs, employment, training, and support service options to One-Stop Center operations. Cross-training of partnership staff will expand each staff person’s knowledge of Center and Network resources and simultaneously improve customer universal access to information and enhance system building. Cross-training will instill in staff a sense of each person’s role within the network system and the power and capacity of the system to serve all segments of both the job/training seeking and employer public. Cross training will engender among staff a feeling of “our” system.

- B. Each One-Stop Center of the network has developed an integrated service agreement to expedite functional integration of that center’s partners and operations. Integrated service agreements typically consist of the following components: (1) specification of partners; (2) specification of customers; (3)

specification of elements of service and the partner tasked to provide them; (4) management and staffing, including creation and composition of advisory and operations committees (See Item IIC), the role of the Career Center Manager, parameters of service and client flow, and monitoring and reporting requirements; and (5) description of Center facilities and procedures for the operation of the Center, ranging from opening-closing to room reservations. Partners in each center must agree to the provisions of the integrated services agreement and commit to providing sufficient staff and staff hours to ensure that the parameters of service they are responsible for are achieved. A sample integrated service agreement in effect at the North County Career Center is provided in the Appendix, A6.

Integrated service agreements may vary in certain aspects across One-Stop Centers, but all agreements provide for shared intake, eligibility, assessment, and client follow-up/advocacy processes to ensure that every client walking through any One-Stop Center door has universal access to information and receives substantially the same form and quality of service.

The integrated service agreements have proved effective in facilitating functional integration of operations within each One-Stop Center, but an additional task of Network system building is the development of functional integration between One-Stop Centers and between the One-Stop Center Network and regional economic development entities. Creation of a Governance Task Force and a Network Advisory Body is envisioned to provide the structure for inter-Center and inter-region planning and coordination. (See Item IIC)

- C. Each One-Stop Center of the network is managed by an Advisory Committee comprised of a management representative from each of the partners and at-large seats filled by representatives from local employers, chambers of commerce, business improvement districts and/or associations, economic development entities, labor union officials, and related entities. The Advisory Committee sets, implements, and monitors the progress of goals that support that One-Stop Center's mission statement. The Advisory Committee meets regularly or upon call for a special meeting by at least two of the committee members.

The activities of the Advisory Committee are supplemented by those of the Center Operations Committee. The Operations Committee meets as needed, but no less than quarterly, to resolve issues arising from day-to-day operations of the center. Operations of the center are overseen by a Career Center Director who reports to the Advisory Committee. The linkage between the Advisory Committee and the Operations Committee ensures that local stakeholders will have a voice not only in development of local One-Stop Center policy and decision-making, but also in local center operational issues.

The Advisory/Operations Committee governance structure allows each One-Stop Center to tailor center operations and use of resources to sub-regional needs, but

development of the overall One-Stop Network also requires a governance structure to deal with inter-center and region-wide coordination and economic development issues. To that end, the San Diego Career Center One-Stop Network will establish a System Governance Task Force comprised of partners and stakeholders from each of the local One-Stop Centers. The Task Force will discuss alternative governance structures and consider governance guidelines, such as those delineated in the Department of Labor's Technical Assistance Guide, in developing a system governance framework. Local member participation in the design of the system governance structure will ensure their voice in the system decision and policy making process and enhance local stakeholder participation.

It is envisioned that the Governance Task Force will recommend establishment of a Network Advisory Board (NAB) composed of members from each One-Stop Center advisory committee and at-large seats filled by representatives from local employers, chambers of commerce, economic development agencies, business improvement districts and/or associations, labor union officials, and related entities. The NAB will meet on a periodic basis to network with regional employers, assess local labor market information and economic forecasts, and discuss system capacity issues, inter-Center relations, or any other system related issues. To ensure local center autonomy and flexibility, the function of the NAB is envisioned to be advisory only and local center advisory/operations committees will retain ultimate decision and policy making authority over local center activities, operations, and use of resources. The NAB will be tasked to design and implement administrative procedures or systems that strengthen the entire network system and will provide a vehicle for the coordination and/or integration of local employment and training and economic development activities with those implemented region-wide by the San Diego Consortium. The NAB will also oversee marketing and customer satisfaction and feedback.

- D. Cross-training and capacity building will be conducted both within and between One-Stop Centers. Each partner staff person at a One-Stop Center brings distinctive and valuable resources and perspectives to Center operations which can be leveraged for overall Center staff development. Cross-training responsibilities will be incorporated into all One-Stop Center integrated service agreements. Between Center cross-training, because of the size of the system and the logistics of coordinating cross-training sessions, is a more difficult task but can be accomplished by site visits to other centers, training targeted to specific system issues, on-line or video conference training, weekend training "retreats", or Center staff exchanges.

III. Regional Approach

- A. As recently as the 1980s economic development was not a priority in San Diego. Economic development was an ongoing reality. San Diego was the fastest

growing region in California and its fastest growing job generator. From 1980 to 1990 San Diego achieved a job creation rate of 50 percent, more than double the national growth rate. Over 300,000 jobs were created, primarily by five major sectors of economic strength: (1) defense build-up, driven by increases in federal defense spending, which made San Diego more dependent on Federal government creation of employment and income than any other city in the nation, excluding Washington, D.C.; (2) diversified manufacturing growth, driven by growth in the medical product, apparel, chemicals, and plastics industries; (3) growth in foreign trade, driven by San Diego's close proximity to Mexico and the growth of maquiladora industries; (4) growth in tourism, driven by San Diego's climate, proximity to the Pacific Ocean, varied recreational opportunities and visitor attractions, and its well developed hotel and hospitality infrastructure; and (5) population growth, driven by increases in residential construction and job growth in personal services industries.

In the 1990s, however, San Diego's economic bubble burst and economic growth came to a standstill. Between the summer of 1990 and 1993, approximately 58,500 jobs were lost. Three events were primarily responsible for San Diego's economic downturn: (1) sharp cuts in defense spending and industry restructuring, primarily in the aircraft and missile segments of the San Diego defense manufacturing economy. Over 20,000 defense related jobs were lost in the early 1990s. Employment at the area's primary employer, General Dynamics, declined by 13,300 jobs between 1990 and July, 1995. Eventually, General Dynamics was purchased by Lockheed-Martin. At present, General Dynamics makes only a minor contribution to the San Diego economy; (2) severe decline in construction activity. Housing construction amounted to 44,000 units in 1988 and fell to under 10,000 units annually between the years of 1991 and 1994. In dollar amounts, using 1994 dollars as the benchmark, total San Diego construction value fell from \$5.8 billion in 1988 to \$2.4 billion in 1994. San Diego construction employment amounted to 55,200 in 1989 and was only 40,000 in 1993 and 1994; and (3) the sharp and prolonged economic recession that gripped the entire Southern California region through the early to mid-1990s. During the early 1990s San Diego real income declined, dipping below the California average. Average pay declined as well, dipping below that of other metro areas in California and even below the US metro area average. Two major reasons accounted for the decline in real income and average pay: (1) loss of relatively high paying jobs in the defense and construction sectors of the regional economy and the inability of other industry clusters to replace them at equal wage rates; and (2) lower relative wages resulting from less value added to the final products of San Diego's high-tech manufacturing industry relative to other industries.

The dismal economic realities facing the San Diego region in the 1990s pushed economic development into the limelight and forced those entities associated with the labor market, job/training services, and job creation to reassess their goals and refocus and streamline their operations. As part of that region-wide effort, the

San Diego Consortium & Private Industry Council reviewed their approach to employment and training in the San Diego region.

Prior to the 1990s employment and training in San Diego County was program driven, a relatively fragmented “system” of diverse training providers accessed through a variety of entry pathways. Assessment of that system revealed enormous duplication of effort and inefficiency and led to the development of a new strategic direction for employment and training in the San Diego region: Provide San Diego County residents with integrated services and central access points to all job training and employment programs county-wide. That strategic direction led to the development of a one-stop model of service delivery and creation of what was eventually called the San Diego Career Center Network . (See Item IV A)

Determination of the boundaries for the Career Center Network’s target service area was a relatively easy analytical task. The Mexican border was a given boundary on the south. To the north, the sprawling expanse of Camp Pendleton separated San Diego County economic activity from that of Orange and Los Angeles Counties and created a commuting distance that prevented most potential San Diego Career Center Network customers from utilizing training or securing employment in those regions. The Imperial County line to the east was a convenient political boundary on the east, but also delineated the predominantly agricultural-based economic activities of Imperial County from the more nonagricultural economic activities of San Diego County.

Within that San Diego Career Center Network geographic area, total nonagricultural employment was projected to reach nearly 1.1 million by 1997. Services provided the largest percentage of that total at 29.6%, followed by employment in the retail trades (20.7%), government employment (16.9%), and manufacturing (12.5%). A chart depicting changes in San Diego County employment between 1983 and 1997 by major industry cluster is provided in the Appendix, A7. A geographic breakdown of major industry cluster employment can be found in the Appendix, A8.

Analysis of the geographic distribution of population and unemployment within the region revealed a concentration of population in the Metro and North County sub-regions with highest unemployment in the South County. (See Appendix, A9)

These economic and demographic characteristics compelled the establishment of a One-Stop Network structure centered in metropolitan San Diego with network branches in the north, east, and south along major transportation corridors. Implementation of that network structure began in 1990 and is not yet fully complete. Presently, two One-Stop Centers primarily serve the San Diego metro area, while single centers serve the eastern, southern, north coastal, and north inland regions of the target area.

Forecasts of economic expansion and realignment in the coming decades will drive planning of economic development and service delivery activities of the future. A scenario

of that economic future was provided by a comprehensive study of the San Diego region economy conducted by Collaborative Economics, an independent research and advisory group. Their analysis revealed eight industry clusters anticipated to lead economic activity in San Diego well into the 21st century. In total the eight clusters were projected to employ nearly one-third of the San Diego labor force in the coming years: (1) health care products and services, driven by local world class public and private research organizations and projected to be San Diego's largest industry cluster. Employment in biotechnology grew 9% each year between 1988 and 1993. Employment in the biomedical sector increased 6% annually in the same period; (2) business and financial services, San Diego's second largest and fastest growing sector, dominated by growth in services related to high-tech production and international business activity. The business service sector employs approximately 45,000 area residents and the specialized financial services sectors employ an additional 11,000. Average wage is \$30,163, well above the \$25,672 San Diego average; (3) tourism and entertainment, driven by San Diego's natural resources and entertainment attractions and projected to account for employment of at least 35,000 people. The tourism/entertainment sector is experiencing a rising hotel occupancy rate, increased investment in tourism infrastructure, and will benefit from a large and growing Mexican market which accounts for 200,000 northbound border crossings for leisure and recreation each month; (4) defense and space manufacturing, downsized but still San Diego's fourth largest industry cluster projected to provide nearly 20,000 jobs to the regional economy. The defense/space marketing is supported by a strong intermediate goods export linkage with Los Angeles and has strong synergy with the software and electronics manufacturing industry clusters. Average annual earnings in this sector in 1993 were \$39,000, well above the San Diego average; (5) electronics manufacturing, dominated by consumer electronics companies, computer, peripherals, and electronics supplier infrastructure manufacturers. This sector, while volatile, now employs as many San Diegans as the defense manufacturing sector. Annual earnings per employee in the electronics manufacturing sector averages \$43,000 and the sector has strong synergistic linkages with the telecommunications and biomedical industrial sectors; (6) telecommunications, dominated by commercial communication equipment and research, surveillance and navigation equipment, and defense communications research sectors, and characterized by engineering shortages, and high earnings per employee rates. Rapid growth in commercial communications activities have already nearly compensated for the jobs lost by the defense communications downsizing in the early 1990s and rapid growth is expected to continue in the future; (7) software, a rapidly expanding industry which has earned San Diego the nickname of the "software capital of the world". This sector offers employee annual earnings of \$47,834, the highest average earnings of all the primary San Diego clusters. It is driven by explosive growth of multimedia, including games, entertainment, and business applications, and expanding national and

international markets; and (8) recreational goods, a relatively new and fast growing source of San Diego economic activity accounting for an employment increase between 1991 and 1993 of 32 percent. The San Diego region has become the world's number one golf equipment manufacturing center. This industry cluster is driven by a boom in new materials and manufacturing technology and a growing Pacific Rim recreation market.

Analysis of geographic concentration of the economic activity of each of the eight industry clusters revealed that some One-Stop Centers were ideally located to target economic development linkages and employer/employee service to particular industries as follows:

1. South County - heavy concentration of international trade, environmental technology, and entertainment/leisure economic activity.
2. East County - heavy concentration of trade industry subcontractors to the defense industries.
3. North Coastal - concentration of recreational manufacturing, electronics manufacturing, telecommunications, and software/multimedia economic activity.
4. North Inland - concentration of recreation, construction support, and automotive and retail supply industries.
5. Metro San Diego - heavy concentration of biotechnology, biomedical, health care products and services, business and financial services, software, defense/space manufacturing, tourism and entertainment, and electronics manufacturing activities.

By giving highest priority to training and/or recruitment in the eight industry clusters detailed above, the San Diego Career Center One-Stop Network will maximize the probability of satisfying the needs of both training/job seeker and employer customers. As described in Item IIB below, the City of San Diego and the San Diego Regional Economic Development Corporation are joining in an economic master plan that emphasizes similar economic priorities.

- B. The San Diego region has two primary economic development agencies - the Economic Development Department of the City of San Diego, which focuses on economic development within city limits, and the San Diego Regional Economic Development Corporation (EDC) which takes a county-wide perspective on economic development. In recognition that successful economic development for the region will require collaborative effort, San Diego Mayor Susan Golding created in December, 1996, a strategic economic master plan for San Diego's "New Economy" entitled, "Charting a Course for the 21st Century". That plan is composed of eight vital elements: (1) business, retention, expansion, and

attraction element, including creation of 5,000 jobs per year in the six key industry clusters of telecommunications, software, biomedical/life sciences, defense manufacturing, electronics manufacturing, and financial and business services and mandated collaboration between the City of San Diego and EDC, San Diego/EDC, San Diego Association of Governments, and San Diego Regional Technology Alliance collaboration in the development of an Economic Development Information System with on-line access, and establishment of a Council of Economic Advisors to review progress of the economic strategy; (2) international trade element, including identification of the products and services that will be most in demand by the world's fastest growing economies in the future and facilitation of the entrance of San Diego companies into the global marketplace; (3) financial services element, including mandated collaboration between the City of San Diego, EDC, the local banking industry, and the University of California, San Diego to develop action plans to create access to capital sufficient for the operation and expansion needs of the six targeted industry clusters and creation of a San Diego Advanced Technology Fund; (4) human resources element, including collaboration between the City of San Diego and the San Diego Unified School District to establish a high priority for technology education and create student employment programs and apprenticeship programs for the six targeted industry clusters; (5) infrastructure element, consisting of the completion of infrastructure projects which will support the growth and expansion of the six targeted industry clusters, including repair, modernization, and reopening of the San Diego & Arizona Eastern Rail, construction of State Route 905, and improvement of Port of San Diego facilities; (6) strategic alliance element, consisting of the formation of alliances or development of memorandums of understanding between the City of San Diego, the University of California, San Diego, San Diego State University, University of San Diego, Space and Naval Warfare Systems Command, and industry groups such as the American Electronics Association, Software Industry Council, Digital Multi-media Association, and CEO Forum; (7) legislative element, including monitoring and advocacy of state and federal legislation that impacts the ability of the six targeted industry clusters to prosper and development of a legislative program to advance the goals and objectives of the strategic plan; and (8) tax, fiscal, and regulatory element, including maintenance of the City of San Diego's high bond rating and low business tax structure and development of benchmark system to allow comparison of San Diego's competitiveness with the regulatory and tax/fee environment of other urban areas.

The above plan consists of 33 specific action items which the City of San Diego and its economic partners have already begun to implement. Complete implementation of the plan will ensure collaborative economic development effort in the San Diego region into the 21st century.

The efforts of the major economic development entities in San Diego are supplemented by more than 50 smaller, locally focused San Diego City departments, economic development divisions of other San Diego regional

municipalities, and non-profit entities ranging from chambers of commerce to neighborhood community development corporations. Although the efforts of these smaller agencies may involve some job creation, most often they focus on labor exchange activities, such as finding businesses within the larger local area to fill specific vacant storefronts in the neighborhood or promoting local businesses to hire local youth or residents.

At present there is little integration between the activities of these smaller economic development entities in the San Diego area. There is no formalized association of economic development agencies nor a formalized system of communication. In many respects this local economic development “system” in San Diego today resembles the fragmented employment and training system in San Diego prior to the One-Stop era. The system infrastructure of the San Diego Career Center Network is an ideal vehicle for facilitating collaboration between local, job exchange economic development efforts and higher level job creation oriented economic development activities of San Diego’s major economic development players, including the Consortium, through a variety of mechanisms: (1) inclusion of representatives of local economic development entities on local career center advisory committees; (2) inclusion of more representatives of regional economic development entities on the Network Advisory Board; and (3) increasing center involvement in activities that facilitate, support, or improve economic development activities. (See Item III C below)

In addition to economic development linkages, the Consortium’s San Diego Career Center One-Stop Network participates in a variety of other regional initiatives related to employment and training. Two of the most important are the Welfare to Work and the School to Work initiatives:

1. Welfare to Work. The advent of welfare reform carries the capacity to create significant system disorder if not met with proactive intervention. To that end, the San Diego Consortium and its One-Stop Network, the Employment Development Department, and the Department of Social Services have developed a unified position statement on Welfare to Work which stresses the joint planning and implementation of “a continuum of services that eliminates turf issues, creates clarity, and defines areas of responsibility within a client-centered delivery system”. The position statement specifies four collaborative goals: (1) identification and removal of internal and external organizational barriers that prohibit and impede capacity to effectively deliver a continuum of services; (2) analysis of existing available resources to eliminate duplication and identify additional resources to benefit welfare to work clients; (3) development of a system of integrated client centered functions to promote and support a client’s transition from welfare dependency to self-sufficiency; and (4) jointly advocate to and educate political officials on changes in Welfare to Work legislation.

2. School to Work. The San Diego Consortium and the San Diego Career Center One-Stop Network are active partners in the San Diego County School to Career Partnership which combines employers, labor, educators, city, county, and state agencies in a comprehensive effort to implement the School to Work system. That partnership effort resulted in the development of a 16 school pilot program to expand student awareness of the world of work and enhance their transition into employment. The One-Stop Network will be involved in the following elements of that program: (1) development of an employer data base to assist placement of students enrolled in school to work programs; (2) expansion of student career awareness and exploration. For example, the East County Career One-Stop Center has joined with the Grossmont Unified High School District to give high school youth in-house “tours” of demand occupations and teach them the skill of developing a career plan. In addition, students are given free, year-round access to job search workshops; (3) implementation of a School to Work marketing plan targeting administrators, teachers, students, employers, labor groups, and the community at large; (4) provision of work preparedness training to ensure students anticipating entering the workforce have basic job-seeking and holding skills; (5) referral of students to post-secondary education and training opportunities such as community college, adult education, and private vocational colleges; (6) referral of students leaving school to job opportunities; (7) coordinated job development efforts. For example, the South County Career One-Stop Center houses a job developer jointly funded by the Sweetwater Union High School District and the Greater San Diego Chamber of Commerce; and (8) assistance in the development and/or provision of training tailored to meet the needs of area employers.

C. San Diego’s One-Stop Network furthers economic development by providing a vital linkage between the region’s employers and workforce. One-Stops provide local employers and prospective employees with six primary services, ranging from provision of labor market information and job applicant data bank resources to economic development and rapid response/plant closure assistance. These services are described in Item IA. Provision of these services has produced an excellent track record of supporting and/or improving economic development in the San Diego area:

1. Whitewater Canyon. Whitewater Canyon is projected to be the largest water sports park on the West Coast. Constructed on 34 acres in the south county with a build-out capacity of 52 acres, the park will be open each year between May and September. Through linkages with the City of Chula Vista and the Chula Vista Chamber of Commerce, the South County Career Center has provided in-house space and computer access for a Whitewater human resources representative and assisted in the processing of 5,000 applications and placement of approximately 450 employees for the park.

2. Wal-Mart. Wal-Mart expanded into the San Diego region approximately 3 years ago. Hearing of Career Center Network services, their regional vice-president contacted staff at the San Diego Metro Career Center. That contact resulted in One-Stop participation in the recruitment of 200 to 300 employees for Wal-Mart's first San Diego stores. Since then the San Diego Metro Career Center has maintained an ongoing relationship with Wal-Mart. Wal-Mart now uses that center to train staff and for in-house interviews for promotional opportunities in their Western region.
3. Panasonic-Matsushita. Anticipating relocating from the Mid-West to the San Diego area, Panasonic-Matsushita contacted the San Diego Regional Economic Development Corporation which, in turn, referred them to the San Diego Metro Career Center. Together they devised a plan of employee recruitment which resulted in the placement of 250 employees.
4. Fours Seasons Resort - Aviara. Representatives of Four Seasons Resort - Aviara, in planning the construction of a five star hotel in the north coastal region of San Diego, contacted the Carlsbad Chamber of Commerce. That COC has a representative on the advisory committee of the North County Career Center. That linkage is facilitating a mass recruitment effort involving the North County, Inland North County, and San Diego Metro Centers which is anticipated to result in the employment of 400-500 Career Center customers.
5. Science Applications International Corporation (SAIC). The anticipated sale of one of SAIC's divisions and lay-off of 300 employees triggered WARN notice from the State and Rapid Response action from One-Stop Center staff. Network services facilitated the transition of 34 SAIC employees into other employment. When SAIC subsequently acquired a telecommunications firms, they turned to the One-Stop Career Network for pre-screening and job fair recruitment of 44 job applicants.
6. Legoland. Slated to open in 1998, this theme park, projected to span 128 acres, is already working with North County Career Center staff to recruit office workers and personnel. When the park is actually ready to open, Legoland will use Career Center services to assist in the recruitment of an additional 700 employees.
7. US Space and Naval Warfare Systems Command (SPAWAR). SPAWAR employs over 500 people and is relocating from Virginia to San Diego in the summer of 1997. As a part of the relocation effort the San Diego Career Center Network is reviewing resumes of SPAWAR employee spouses, identifying appropriate employment opportunities, and planning a SPAWAR job fair with appropriate area employers.
8. Forte Reservation Center-Hospitality Franchise Services (HFS)/Chartwell. Forte Reservation Center opened in the East County in 1993 and the East

County Career Center quickly established an ongoing relation with Forte to provide them qualified applicants for reservation agent job openings. In January, 1996, Forte was acquired by HFS/Chartwell and began laying off employees. The East County Career Center assisted 100 HFS/Chartwell employees with out-placement. HFS/Chartwell is currently planning for expansion and is coordinating their expansion plans with the East County Career Center.

- D. In addition to the informal linkages the San Diego Career Center Network has with area employers and economic development entities as described in Item IIIC above, the Network participates in a variety of other programs to respond effectively to changes in the San Diego region's economy:
1. Rapid Response. In response to WARN Act notice from the State, a One-Stop staff team visits the employer facing layoff of workforce and makes arrangements to meet with affected employees and apprise them of One-Stop services. Rapid Response has proven to be a popular Career Center service. In the last 10 months, 67 companies in the San Diego region have received Center-provided Rapid Response information. From the 20 companies electing to use Rapid Response services, 674 employees facing lay-off used Career Center resources to assist them in transitioning to other employment.
 2. Funding priority mechanisms. In response to labor market information and employer contacts, the Network can allocate funds to particular training programs and fast track requests for proposals and grant applications. For example, recent labor market information indicated a strong need for female security guards. Appropriate training was funded and qualified applicants recruited. Since January that training program has achieved a 100% placement rate.
 3. Participation in special grant programs. The San Diego Career Center One-Stop Network has an ongoing record of successful participation in a variety of special grant programs designed to respond to changes in the region's economy. Several grant programs are notable: (1) grants to address downsizing of the Navy and Convair; (2) grants to address lay-offs at Lockheed-Martin; & (3) regional Private Industry Council Airspace Network (PAN) grants to facilitate laid-off aerospace worker transition to other employment.

IV. Demonstration of Readiness

- A. In 1990 the San Diego Consortium & Private Industry Council, compelled by the economic recession gripping the San Diego region and the growing numbers of workers laid-off from the downsizing of local defense-related and construction industries, gave highest priority to the development of an integrated service network and central access points to all job training, education, and employment

programs and opportunities in the area. A partnership was established with the San Diego Community College District and the California Employment Development Department which culminated in 1991 in the creation of San Diego County's first Career Center, now called the San Diego Metro Center. The Metro Center, in response to both employer and education, training, and job seeker feedback, underwent two years of operational refinement and evolved into a One-Stop model suitable for duplication in underserved regions of the San Diego region.

Analysis of local demographic and economic data indicated the long range need for six One-Stop Career Centers in the area. The East County Career Center, established in January, 1993, was the first step toward achieving that goal. In collaboration with the Grossmont Union High School District and the Grossmont-Cuyamaca Community College District, it serves as the central access point for all East County education, job training, and employment services. The South County Career Center opened in March, 1994, to serve residents of the southern part of the county along the Mexican border. The North County Career Center opened in April, 1994, serving unemployed residents of the North Coastal region. The South Metro Career Center opened in 1995 to absorb some of the overwhelming service load of the Metro Center. In 1996 the final piece of the network was put into place - the Inland North County Career Center opened to serve the residents of northern inland regions of San Diego County. At that time the overall San Diego Career Center One-Stop Network was composed of more than 50 partners.

One-Stop Network-building was not restricted to the establishment of local One-Stop Centers and their partnerships. A variety of formal regional linkages, such as the Welfare-to-Work collaboration between the One-Stop Network, EDD, and the San Diego County Department of Social Services, and the School to Work collaboration between the Network and city and county schools, were developed on an ongoing basis to increase region-wide integration of services and service delivery.

The San Diego Career Center One-Stop Network is depicted on the map in the Appendix, A2. A mere pictorial representation of Center geographic locations and a formal listing of Center partners, however, provides only a structural schemata of the system and does not do justice to the real, day-to-day, informal network that has emerged as the myriad of partnerships contained within the system structure matured and demonstrated their capacity to produce success. These informal linkages are too numerous to mention, but several examples of successful informal linkages are described in Item IIIC above.

To ensure continued Network building and quality of service into the next century the San Diego Consortium & Private Industry Council has incorporated the following tenets into its new mission statement:

- A coordinated workforce development system...
 - A workforce development system responsive to its customers (employers and job seekers)...
 - A workforce development system providing access to career information...
 - A workforce development system universally accessible to all job seekers regardless of income or employment status...
- B. Anticipated barriers to local system building, implementation, or operation include the following:
1. Diversity of labor force. Urban-rural extremes, diverse native languages and varying English proficiencies, and uneven distribution of a wide spectrum of different ethnicities make San Diego's workforce as diverse as any in the nation and create a target population with wide-ranging employment related needs and abilities. Adequate servicing of those diverse needs requires a career network system of large capacity and flexibility. To that end the San Diego One-Stop Network has been structured to allow for maximum local center flexibility in marketing, outreach, and menu of available training options. Development of an electronic infrastructure and cross-training of staff will also help alleviate the system problems created by diverse labor force needs.
 2. Number and diversity of employers. The San Diego region is a mecca of small business. A recent EDD report indicated 73,424 companies with payrolls were conducting business in San Diego County in the third quarter of 1995. Of these, 96% were classified as "small business" with fewer than 50 employees. And these figures did not include sole-proprietorships or independent contractors that typically fall into the small business category. Only 179 companies in San Diego County employed more than 500 employees. The number and diversity of San Diego employers creates an "information nightmare" for system coordination and operation. It is anticipated that concentration of system effort in the eight primary San Diego industry clusters, increased efforts to market the Network to employers, development of electronic infrastructure, and ongoing development of sub-regional networking and linkages are solutions to this system operation problem.
 3. Resistance to change. Prior to the establishment of the first Career One-Stop Center in San Diego in 1991, the employment, training, and education system within the region was relatively fragmented and driven by specific program needs. By increasingly reaching out to agencies within San Diego & Imperial County, including them in the network operational umbrella and even in policy-making, and by producing positive results, the San Diego Career Center Network has developed a collaborative system. In 1991 the San Diego Career Center Network was initiated through the activities of three core partners. By 1997, the Network had grown to over 50 partners. It is anticipated that

targeted partner enlistment and creation of a Governance Task Force and Network Advisory Board will help resolve system-building issues.

- C. The responsibility for governance of the local One-Stop Network is divided among two entities - the San Diego Consortium & Private Industry Council, with the anticipated addition of the Network Advisory Board.

The Consortium and Private Industry Council assumes responsibility for fiscal and liability matters, planning, certification, and ongoing State oversight of the network. It is governed by two boards of directors - the Policy Board and the Private Industry Council. The 27-member Private Industry Council is comprised of business owners, corporate executives, and education and community leaders who provide policy guidance to identify labor market needs and develop effective and innovative responses to those needs. The Policy Board is comprised of the Mayor of San Diego, one San Diego City Council member, two San Diego County supervisors and a representative of the local United Way board. It appoints PIC members and shares responsibility for overseeing expenditures of local job training funds.

The Network Advisory Board is planned to assume responsibility for Network policy making, oversight of the Network system, and oversight of the One-Stop Centers.

- D. Prompted by the passage of Senate Bill (SB) 645, the San Diego Consortium & Private Industry Council contracted with a certified public accountancy firm to conduct a comprehensive evaluation of the Career Center Network for the fiscal year ended June 30, 1995 and to make recommendations for enhancing center performance, management information system capacity, and accountability. The evaluation was tailored to assess the following key dimensions of center performance: (1) center profile, including location, atmosphere, services offered, and management perspective; (2) client profile, based on available demographic data; (3) client satisfaction, including both training seeking and employer customers; (4) center performance outcomes; and (5) center operating costs and cost effectiveness.

The evaluation report, completed in March 1997, revealed that each center served a distinction client population varying in average family income, education level, and ethnicity. The South County Career Center was identified as having the greatest percentage of long term unemployed and low income clients and predominantly served customers of Hispanic ethnicity. Clients of the East County Career Center had the highest education level, but an average annual family income of less than \$13,000. Fully 61% of Metro center customers were recently unemployed. The North County centers served slightly older customers with relatively higher average family incomes and greater educational attainment than customers at most other centers.

The report indicated Career Center services were received with substantial customer satisfaction. Nearly 80% of training or job seeking customers reported being sufficiently satisfied with center services to recommend the center services to a friend. A substantial majority of customers had a good impression of the career centers at initial contact and reported satisfaction with staff courtesy, responsiveness, and knowledge. One significant problem area was unearthed in the job-seeker portion of the survey. Job-seeking customers reported that CareerCenter Network services did not sufficiently provide job leads to specific employment opportunities. This issue has been addressed. The intended increase in employer awareness by implementation of a marketing strategy described under "Development of One-Stop Workforce Brokerage Capacity".

The employer segment of the survey also indicated substantial satisfaction with center services. Nearly 90% of employers surveyed reported that the applicants referred to their job openings by the centers were qualified and had adequate job skills. Ninety-three percent of the employers reported that they planned to use the Career Center Network to help fill upcoming job openings in their companies and all responding employers reported willingness to recommend Career Center services to other employers.

Center performance outcome measures revealed that the centers were operating with substantial efficiency and success. The overall placement rate for the Network was 84% and the positive outcome rate was 88%. However, the evaluators found that segments of the performance outcome data were incomplete and inaccurate.

Operation costs and cost effectiveness measures revealed that the average cost per client enrolled throughout the Career Network was \$1,802 and the average cost per placement was \$5,095. Average cost per positive outcome was \$3,620.

The most important outcomes of the evaluation report were those recommendations outlining parameters for an evaluation and management information systems model to assess center performance according to SBA 645 standards. Those recommendations were incorporated into the Job Training Automation (JTA) system recently installed at the San Diego Consortium. The JTA maintains socioeconomic, program participation and outcome on each participant in JTPA programs.

- E. Two year timelines detailing the tasks, milestones, and products of the four system-building strategies the Network intends to implement under this proposal (See Item IIA) are provided on the following pages.
- F. The San Diego One-Stop Network intends to move from a paper driven to an electronic driven information system by developing an electronic infrastructure with the following elements: (1) automated labor market and career information; (2) common intake, application, and eligibility process; (3) common case

management and customer tracking; (4) automated management information and cost accounting; (5) automated job bank information; (6) linkage to available supportive services data bases such as United Way; and (7) compatibility and linkage to over data systems such as EDD's America's Labor Market Information System and America's Job Bank.

Such a system is currently under development as a pilot project at the South County Career Center. Partially funded by JTPA monies, the proposed system will take advantage of existing LANs and related technology and operate in concert with the principles of One-Stop information and training as delineated by the recent Brooke Allen and Steven Equals handbook - POSIT: Principles for One-Stop information and Training. The proposed system will have the following characteristics: (1) customer self-selection of service; (2) capacity for registration for services at off-site locations; (3) interactive and user friendly; (4) capacity to print hard copy; (5) Internet based; and (6) capacity for audio information in Spanish and English.

Implementation of the South County Career Center system will require the development of solutions to not only the same hardware and software problems that would confront implementation of a network wide information system, but also inter-network and interagency problems, policy and procedures related to information sharing, customer release of information, and system use.

- G. Staff from the local policy bodies - the Private Industry Council (PIC) and Policy Board - are prevented from being a part of or managing any One-Stop Center by a "checks and balances" system built into the Network and San Diego Consortium organizational structure.

The San Diego Consortium is comprised of several distinct divisions. One division, headed by the Director, Public Information, is responsible for all written and oral communication with members of the PIC and Policy Board. Consequently, the Career Center Network, a separate division of the Consortium, is shielded from any direct PIC/Policy Board activity.

Within the Career Center Network division, other checks and balances ensure that local One-Stop Centers have the relative flexibility and autonomy they need to tailor services to the local community. The Network Director handles administrative functions of the system, but day to day operations of One-Stop Centers are managed by a Center Manager and two committees composed of representatives from Center partners and local labor, employer, and economic development agencies - the Advisory Committee and the Operations Committee.